

Connexions Champlain Connections

A newsletter for staff, providers and partners of the Champlain Community Care Access Centre

Getting the Future in our Sights

The Champlain CCAC launches a full-steam-ahead strategic planning process

"THERE'S A GENERAL RECOGNITION ACROSS THE system that CCACs will play a bigger role in the next five years," says Sheila Bauer, Senior Director of Client Services. "At the Champlain CCAC we have to be ready for our new responsibilities."

That's one reason strategic planning is so critical for the young organization. It's also important to have clear priorities to guide internal and system-wide integration. "Some people see a strategic plan as something you stick on the top shelf and forget about," Bauer says. "But as we start looking for the best ways to deliver care, it's essential that we have a vision of where we want to go."

The first step in the strategic planning process was a thorough internal and external environmental analysis. It involved a review of documents such as the Champlain LHIN *Integrated Health Service Plan* and the collection of data about demographics, health status and health care issues within the Champlain region. The Champlain CCAC also engaged health care partners, service providers, senior leadership, front line and support staff in discussions about the needs of the region and the future of the organization. Input from Champlain CCAC staff was gathered through an online survey, through discussion at team meetings, and by a series of focus groups held across the region.

On April 19, an all-star panel of health care experts (details on page two) came

together to provide insights into the Champlain CCAC's role in the broader health system. The panel's key recommendations included:

- Approach planning from a broad systems perspective
- Recognize the paradigm shift from acute care to a community focus
- Work with partners to build community capacity
- Challenge and broaden the Champlain CCAC mandate
- Encompass more health promotion and disease prevention
- Adopt a flexible, innovative approach to care

The full environmental analysis was presented to the board on May 2, 2007. Among the key findings of the analysis:

- Champlain citizens want a better understanding of the Champlain CCAC and what it means to them
- An expanding role for home care can result in better client and system outcomes
- Opportunities include: chronic disease management, health promotion and partnerships, embracing an 'aging at home' philosophy, adopting leading practices in paediatric home care, supporting mental health patients
- Citizens want to be engaged in planning and evaluating services



- Champlain CCAC alignment presents a unique opportunity to share and standardize best practices
- Champlain CCAC experience and knowledge in case management is an asset to achieving health services integration
- Partnerships must be built on trust and inclusion

Three weeks later, the Board and Senior Leadership Team met for a facilitated session to establish strategic directions. Board member Lorraine Lapointe says it was easy to reach consensus within the group. "We all shared many of the same ideas," she says. "I've been to a lot of strategic planning sessions, and this one was very smooth."

Under the guidance of facilitator Julie Westeinde, the group developed four key strategic directions:

- Understanding and connecting to all that is Champlain as four organizations become a single new entity serving a vast territory and diverse population

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Sandra Golding

A Message from Executive Director Sandra Golding

EARLIER THIS YEAR, THE EXECUTIVE DIRECTORS and Board Chairs of the 14 new CCACs across Ontario came together to develop a Mission and Vision for our organizations. The mission statement begins with a simple sentence: "Our passion is health; our strength is our people and our partners; and our promise is compassionate care."

For me, that sums up so much of what we do, why we do it, and what we can become in Champlain.

During the past six months since the Champlain CCAC came into being, I've had an opportunity to get to know many more of our staff members and providers across this wide region. One thing stands out for me: their passion for delivering exceptional care. This is our core strength as an or-

ganization – and the foundation for future excellence and leadership.

Our partners – family doctors, hospitals, long-term care homes, community meal programs and so many more – are the other half of the equation. Our working relationships are critical to everything we do, and we will continue to build healthy and health-promoting partnerships in the coming months.

As you will read in this issue, the Champlain CCAC has embarked on an exciting strategic planning process. Our goal is to take the best ideas from within and beyond our organization and put them into practice, ensuring that our CCAC remains responsive and responsible to the public. The first step was to listen carefully – to our staff, our providers, our partners, our clients and fam-

ilies, and our communities. My heartfelt thanks to all who contributed their thoughts and perspectives. The responses were thoughtful, insightful and informed by a true commitment to caring. The Board reviewed the resulting environmental analysis and identified four key areas of strategic focus (see page one). Over the next few months, we'll be fleshing each area out and putting together a comprehensive strategic plan to guide us over the next three years.

In this issue, you'll also read about the first steps toward developing performance management processes for the Champlain CCAC, and meet two of our wonderful case managers working in long-term care placement. This is an important issue for many people in our region and a top priority for the Champlain CCAC. As our population ages, more families are facing difficult care decisions. We all want the very best for our loved ones – compassionate and respectful care in a home-like environment. Our experienced case managers support families to make informed decisions and ease the transition.

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- Evolving care from past practice to new integrated models of service delivery by co-creating quality systems and leading practices
 - Evolving health based on the belief that all citizens, employees and partners need to be healthy
 - Evolving teams by creating an environment of networks of people linked together to foster health and well-being
- "To achieve our goals, we will need a whole new mindset about how we do case management," says Lapointe. "It starts with encouraging clients to take more responsibility for their own health, and involving clients and families in decisions about their needs and care."

The project isn't complete yet. Over the summer multi-disciplinary Champlain CCAC teams will develop high-level strate-



Lorraine Lapointe,
Board member

gies to achieve the priorities. They will report in the fall of 2007. Health system partners will also be invited to contribute, because, as Bauer says, "we won't be able to do it alone."

The final step will be to gather the pieces together into a plan and present it for Board approval in November, 2007. It will provide the backbone of the Champlain CCAC

2008-2009 operational plan.

Lapointe says the strategic plan is an important step, because it means that the whole organization will be focused on the same goals and strategies. It also provides a way to measure and evaluate progress. "Every month the Board is going to be asking what progress we've made in our strategic directions," she says. "We'll be looking at what's working, what's not working and how we can improve. In the end it's all about improving the clients' outcomes."

Expert Panel Members

Dr. Wilbert Keon, surgeon and member of the Senate; Michel Lalonde, *Past Chair*, Champlain LHIN; Doug Angus, *Professor*, University of Ottawa; Irene Medcof, Ministry of Health and Long-Term Care; Maureen Murphy, Ottawa Public Health; Karl Samuelson, *Long-Term Care Home Director*; The Honourable Monique Bégin, *Professor* and former federal *Minister of Health*; Nadine Henningsen, *ED*, Canadian Home Care Association; Paul Ting, VON Canada

Setting the Bar for Performance Management

Partner providers recently took part in the environmental consultations at the Champlain CCAC on April 25, 2007

MEGAN ALLEN-LAMB KNOWS CCACS. A graduate of the masters program in Public Health at the University of Alberta, she worked with the Haldimand-Norfolk CCAC in South Western Ontario for seven years, four of them as Executive Director. In January she joined the Champlain CCAC as Senior Director of Performance Management and Accountability.

She's excited about the potential of her new position, which includes responsibility for contracts with service providers, and quality and risk management. "Having this dedicated position with the Champlain CCAC sends a clear statement about the organization," says Allen-Lamb. "It says that we're serious about monitoring our performance openly and transparently, continuously improving the services we deliver to clients, and being answerable for the results we are achieving."

The four predecessor CCACs that came together to form Champlain had 42 contracts with 14 unique service providers. One of Allen-Lamb's first tasks was to visit each of the service providers and explore with them current challenges and opportunities to strengthen their partnership with the Champlain CCAC.

A two-year moratorium on CCAC RFPs was recently lifted, but Champlain will not be issuing RFPs immediately. "This process is too important to hurry," Allen-Lamb says. "We're brand new, and we don't really know what ex-

ists within this new scope of geography. We want to figure out how to purchase our services in a way that will get the best results for our clients."

The other part of Allen-Lamb's job is focused on quality. Over the next few months Champlain CCAC staff will be developing a quality framework and selecting key performance indicators. "Right now there are an immense number of performance indicators from the four CCACs that came together," Allen-Lamb says. "We need to identify which ones will be most useful as we move forward." The team will also be working on a risk management framework for the new organization, identifying the corporate risk profile and designing effective risk mitigation strategies.

Allen-Lamb's team has already made one important step forward: developing an electronic process for handling complaints and concerns raised by clients and families. It ties into the toll-free Action Line introduced by the Ministry on April 1, 2007 to handle complaints to all CCACs across Ontario. Says Allen-Lamb: "This will help us respond in a timely way to complaints, and then track them and make improvements from there."



Megan Allen-Lamb has a key role in ensuring the Champlain CCAC delivers exceptional service to its clients.

A Bumper Crop of Nominees

This year, 28 Champlain CCAC staff members and care partners were nominated for OACCAC *Awards of Excellence*. The nominees are among the very best community care professionals in Ontario. Perhaps more important, they make a difference in the lives of our clients, day in and day out.

Our heartfelt congratulations and thanks to the Champlain Cancer Care Team and the Inter-Agency Quality Council, and a special nod to Martine Lalonde, Clinical Clerk, who was nominated for the OACCAC Individual Staff Award.

We'll be profiling these wonderful projects in future editions of *Connexions Champlain Connections* – stay tuned!

Champlain Cancer Care Team

- Darlene Devon, *Case Manager*
- Terry Jones, *Client Service Representative*
- Kim Lachance, *Client Service Representative*
- Judy Loree, *Case Manager*
- Christine Norris, *Case Manager*
- Judi Panter, *Case Manager*
- Sylvia Van Stryland, *Case Manager*
- Mary Lynn Wood, *Case Manager*

Inter-Agency Quality Council

- Wendy Alexander, *Area Director - Bayshore Home Health*
- Trish Barbato, *President/CEO - COTA Health*
- Rob Bateman, *CFO - CommuniCare Therapy*
- Sheila Bauer, *Senior Director Client Services - Champlain CCAC*
- Anne Bell, *Director of Operations, Eastern Canada - We Care*
- Bob Cerniuk, *Executive Director - Care for Health and Community Services*
- Kim Colingwood, *ED - CommuniCare Therapy*
- Patrice Connolly, *Sr Dir Human Resources & Organizational Development - Champlain CCAC*
- Sheryl Cross, *Client Services Director - Care for Health and Community Services*
- Jean Desjardins, *President - Ontario Medical Supply*
- Julie Ferguson, *Customer Service Lead - Medigas/Praxair*
- Claire Gonthier, *Branch Manager - ParaMed*
- Charlene Hall, *Branch Director - We Care*
- Janice Kaffer, *Regional Manager - Saint Elizabeth Health Care*
- Martin Laverigne, *Director of Operations - Canada Care Medical*
- Joanne O'Keefe, *Manager Clinical Services - COTA Health*
- Deb Mulholland, *Regional Manager, Eastern Region - ParaMed*
- Penny Sands, *Manager Quality Service & Partnerships - Champlain CCAC*
- Delores Woodley, *Regional Director - Bayshore*



*Sue Bowes
Smith Falls branch office*



*Julie Lefebvre
Cornwall branch office*

Ten Minutes with ...

*Sue Bowes and Julie Lefebvre,
Placement Case Managers with the
Champlain CCAC*

Sue and Julie are Placement Case Managers with the Champlain CCAC. Placement Case Managers work with clients and families to determine eligibility for Long-Term Care, provide information and support them in choosing a home. They also help to organize short-term care during convalescence or as caregiver respite, and admission to day programs. They work closely with hospital discharge planners, family physicians and other partners throughout the community.

Q. How did you get involved with community care?

Sue: Before coming to the CCAC I worked as a discharge planner at a local hospital, and I worked very closely with the placement coordination service. I've been with the CCAC since 1989, so I've seen a lot of changes.

Julie: When I graduated as an RN, I went to work for a Long-Term Care home. I really didn't know that community care existed until then. I got involved with placement in 2002. The funny thing is, I've been talking to Sue since then because our areas overlap, but I've never actually met her!

Q. What is the job of a Placement Case Manager?

Sue: Our goal is to make sure that families have the right information about long-term care – what it is, the process, the cost, everything. We determine eligibility for placement and in some cases do assessments.

Q. How does a family know when the time is right for long-term care?

Julie: It's a very, very difficult decision, probably one of the most difficult any family or client can make. Timing is everything. The big problem I encounter is that people know it's going to happen eventually, but they don't want to think about it until it's almost too late.

Sue: It's especially hard to know the right time when it's someone with dementia. Everybody progresses at a different rate, and people tend to get used to providing a little more care as they go along. We try to look at the overall picture – how much help is the family getting, is the caregiver getting exhausted, are there more bad days than good ones?

Q. What advice do you give families thinking about Long-Term Care?

Julie: Come to one of our education sessions, even if it isn't time yet. Remember, our goal is to keep people at home as long as possible. But when you need more help than we can provide at home, it's time to consider something else.

Sue: We always encourage people to go and visit any of the Long-Term Care Homes they're interested in. One of the advantages of a rural area where the homes are small and well-established is that most people know somebody who's lived or worked in the local home. Talk to people you know.

Q. What do you enjoy doing when you're not working?

Julie: Spending time with my family. I have two children, 8 and 10. My eldest was born on April 1, 1997, the day that CCACs came into being!

Sue: I can get lost in the world of books very easily – I tend not to pick up a book on my days off because I won't get anything else done! I have two daughters. Both of them had babies recently and I'm now a grandmother.

Alexandria	613 525 1213	Orléans	613 745 5525	OTTAWA
Carlingwood	613 745 5525	Ottawa	613 745 5525	(Head Office/Siège social)
Casselman	613 764 0557	Pembroke	613 732 7007	100 - 4200, rue Labelle Street
Cornwall	613 936 1171	Smiths Falls	613 283 8012	Ottawa, Ontario
Hawkesbury	613 632 4861	Winchester	613 774 2800	K1J 1J8
Hazeldean	613 745 5525	www.champlain.ccac-ont.ca		

Please send your questions and comments to: information@champlain.ccac-ont.ca.